

Responding to a Challenging Future

Realigning the Census Bureau Regional Offices

July 2011

An Illustrious History

- The Census Bureau is one of the pre-eminent data collection organizations in the world
- We have a long history of innovation in data collection, statistical methods, data processing, and data products
- Our “can do” attitude” has consistently overcome obstacles and delivered “the impossible”

Future Success Demands Innovation

- Our past success offers no guarantee of future success
- We must respond to a changing and demanding environment
- Like successful companies, we must innovate, become more efficient , flexible, and responsive to our customers
- Data-driven management demands new technologies and systems
- The Field Directorate is leading the way in the Census Bureau to become an even more efficient, relevant, and innovative organization

The Need for Change

- Federal budgets will be severely constrained and may well decline over the coming years, while field challenges increase
- Our survey sponsors are demanding lower costs, improved efficiency, and increased responsiveness
- Over time, the Census Bureau's share of Federally-sponsored survey work has declined even though reimbursable work accounts for over 20% of our total budget
- Other survey organizations increasingly use real-time administrative information to create leaner infrastructures
- Our regional office structure has remained substantially unchanged for 50 years
- Hence, the survival of our survey business requires changes at Census HQ and in the field

Decision Process for Restructuring the Regional Offices

- Over the past year the Director, Deputy Director, Associate Director for Field Operations, Chief of Field Division, and all 12 Regional Directors have worked together to build the restructuring plan
- The process was goal and data-driven
 - Over 20 Regional Office designs were considered, ranging from 4 to 12 regions.
 - Alternative designs were rated on eight goals, with a focus on minimizing costs and improving data quality
 - Costs savings, transition issues, and risks were documented for the alternative design finalists

Delineating Regional Office Boundaries

- States within regions were to be contiguous and states were not to be divided
- Evaluative criteria— balance the number of interviewers, workload (number of interview hours, projected 2020 population, and total housing units), and difficulty of data collection (projected non-participation rates, and 2010 Hard to Count scores)
- Chosen state groupings attempted to minimize inter-region variation on these criteria and attain geographic compactness of the region

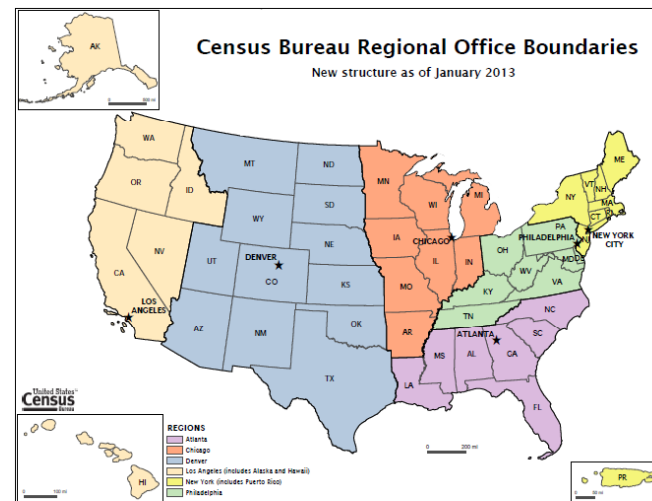
Selecting Regional Office Cities

- Two prerequisites — existing regional office cities were preferred over new cities and Regional Office city must be in the region it serves
- Eight criteria for city selection — large population, close proximity to hard to count populations, geographic centrality within the region, population centrality within the region, high percent college educated population, large transportation hub, low locality pay, low lease costs
- Standardized and summed results across criteria for each city — city with the highest score in the new region was selected

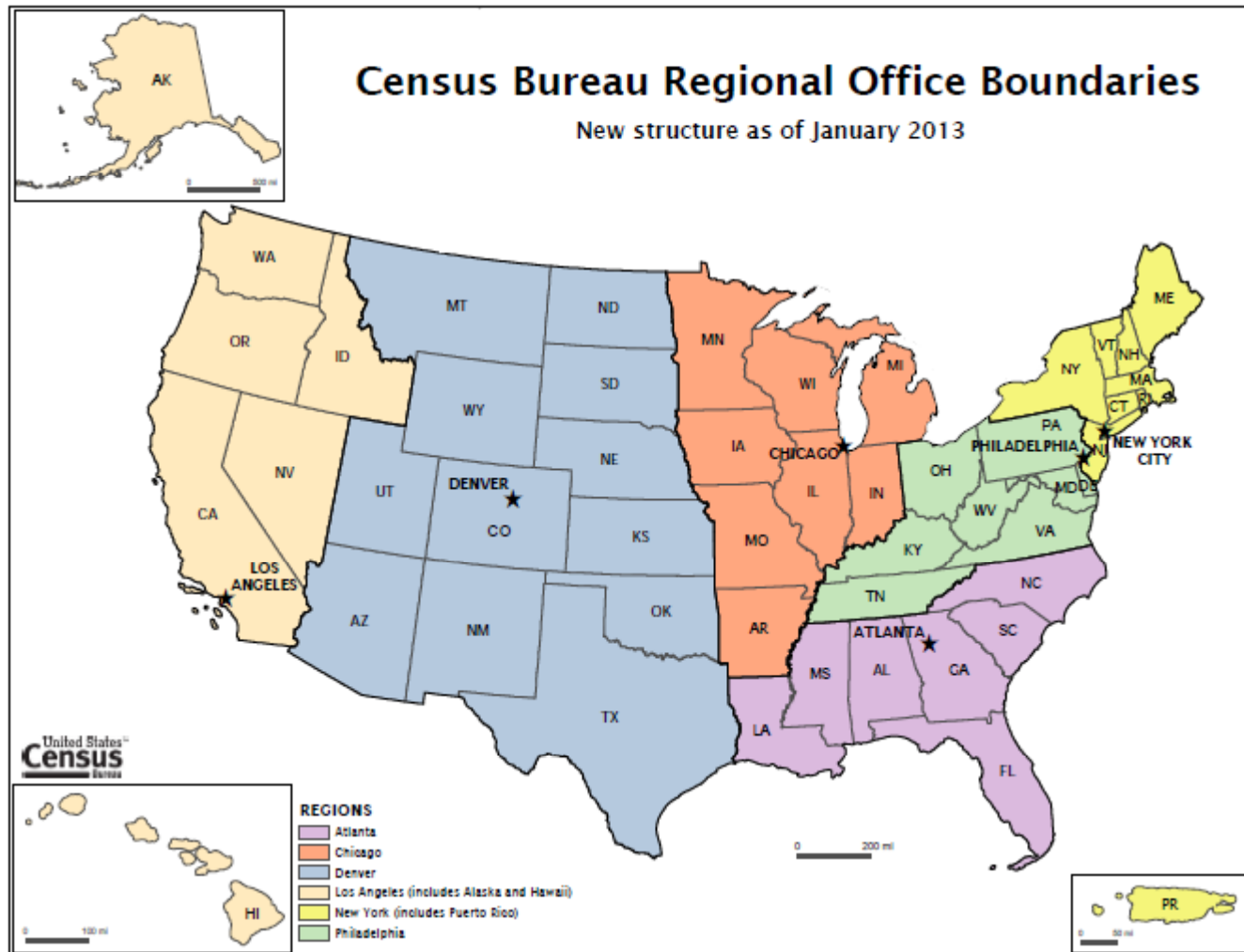
The New 6 Regional Office Structure

Regional Offices will be located in the following cities:

- New York, NY
- Philadelphia, PA
- Atlanta, GA
- Chicago, IL
- Denver, CO
- Los Angeles, CA



Regional Office Boundaries 2013



Selected Regional Office Design

- No change in the responsibilities of the almost 6,600 interviewers
- Changes in supervisory structures and responsibilities, with more supervisory staff working out of their homes
- Improved MIS and tools will maintain high data quality and support increased efficiency and lower costs
- Saves \$15-18 million each year (net of transition costs) commencing in FY14
- Of the approximately 7,200 field staff, 330 regional office staff in the six closing offices will be impacted
- Net loss of between 115-130 positions nation-wide
- We will do everything we can to assist and support these employees

Assistance to Staff in Closing ROs

Employees in closing offices will be provided with a tailored set of options and assistance that includes:

- Preference hiring with other Federal Agencies within the competitive area
- Individualized information about retirement, early retirement, or separation incentives, severance pay and/or unemployment benefits
- Resume preparation and job-search assistance

Assistance for Staff in Closing ROs

(continued)

Additional benefits in Closing Regional Offices:

- Career Counseling
- Interviewing Skills training
- Job Placement services
- Financial Planning
- Other Services

“I am committed to supporting each employee through this transition to the fullest extent possible.”

Robert M. Groves
Director